

28 December 1977

MEMORANDUM FOR: Acting Director of Medical Services

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FROM: [REDACTED]

Chief, Plans and Support Staff,  
Office of Medical ServicesSUBJECT: Recruitment and Retention of Physicians  
by CIA

1. This memorandum contains a recommendation to help resolve the problem of recruitment and retention of physicians by the CIA.
2. In March 1977, a study was undertaken by the Office of Medical Services (OMS) on data gathered in a 1976 physician recruitment effort. In June 1976 an ad was placed in the Journal of the American Medical Association (JAMA circulation over 200,000) for physician positions with the U.S. Government abroad. Only 59 physicians responded. After careful review of their resumes, 49 were considered unacceptable for one or more of the following reasons: inadequate medical training, age greater than 60, personal preference in assignments, frequent position changes, too specialized, firm salary requirements and recent Peace Corps service.
3. Ten JAMA ad respondents plus five applicants from other sources were placed in processing for employment. One entered on duty while the remaining 14 did not for one of the following reasons:

Salary	6 (43%)
Security rejection	4 (29%)
Medical problems	2 (11%)
Still active	2 (11%)

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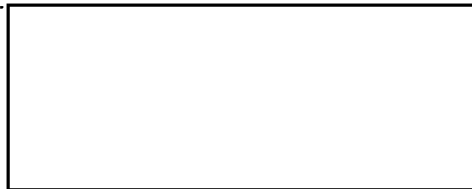
The significant points of this study are: (a) of the 59 applicants, 9 (15.3%) were acceptable for employment; (b) 6 (66.6%) rejected the position offered because of salary; (c) 2 (22.2%) considered active, recently accepted lucrative positions elsewhere; (d) 1 (11.1%) accepted employment with this agency; (e) the number of physicians who did not respond to the ad because of CIA physicians' salaries cannot be measured, however, it is presumed this figure is high considering the few respondents from over 400,000 physicians in the labor market.

4. Historically, this agency's outflow of civilian physicians has averaged 1 to 2 biennially -- separation occurring on the average after only one tour overseas. The paramount reason for leaving prior to 1974 being the salary was not commensurate with the sizeable medical responsibilities -- not to mention the lack of medical malpractice insurance. The latter problem was put to rest with the passage of the indemnification authority (PL 94-464) in 1977 [REDACTED]. However, with the passage of the special pay benefits for the Uniformed Services in 1974 (PL 93-274) and the Veterans Administration (VA) in 1975 (PL 94-123), the Agency's physician recruitment and retention problem became more acute. In light of this, remedial legislation is necessary to insure that physicians employed by CIA are placed on a par with the majority of the other physicians employed by the Federal Government.

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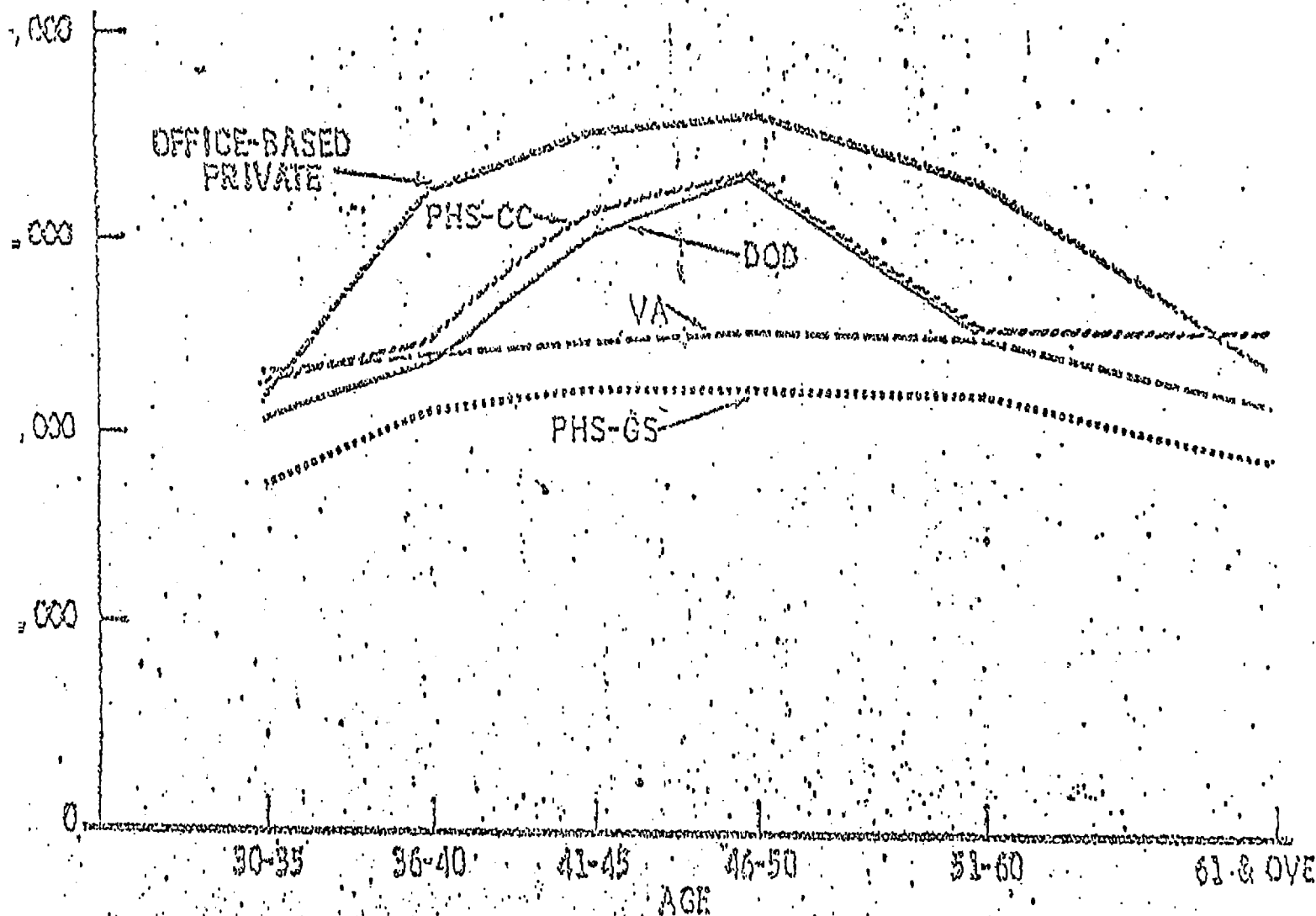
5. The availability of higher salaries in the private sector, coupled with the special and incentive pay provided physicians in the Uniformed Services and the VA, without a doubt, has adversely affected recruitment and retention of civilian physicians. It is felt that this salary imbalance is primarily responsible for this problem. The CIA will continue to experience problems in recruiting and retaining competent physicians, who are willing to accept worldwide assignments, until this agency's physician salaries become more competitive with physician peers in the Uniformed Services, the VA, industry, and private practice.

6. The OMS, therefore, recommends that appropriate action be taken to extend salary benefits to CIA physicians that were recently afforded Uniformed Services and the VA physicians through PL 93-274 and PL 94-123.



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CURRENT MONEY INCOME PLUS RETIREMENT PROVISIONS



Source: Appendix 17, Table